

**CITY OF TAKOMA PARK, MARYLAND
(ADOPTED 12/13/04)**

**PRESENTATION, REGULAR MEETING & WORKSESSION
OF THE CITY COUNCIL**

Monday, February 9, 2004

OFFICIALS PRESENT:

Mayor Porter	City Manager Finn
Councilmember Austin-Lane	Deputy City Manager Hobbs
Councilmember Barry	City Clerk / Treasurer Waters
Councilmember Elrich	Community & Government Liaison Ludlow
Councilmember Mizeur	ECD Director Daines
Councilmember Seamens	Captain Coursey
Councilmember Williams	Public Works Director Lott
	Senior Planner Inerfeld
	City Attorney Sigman
	Public Works Manager Braithwaite

The City Council convened at 7:43 p.m. in the Council Chambers of the Municipal Building, 7500 Maple Avenue, Takoma Park, Maryland.

COUNCIL COMMENTS

Mr. Seamens noted that staff had made a decision not to purchase defibrillator for use in the City buildings.

Mr. Hobbs responded that the decision had been put on hold for further study after he received a one-inch thick copy of the State regulations with respect to the placement of these units.

Mr. Seamens commented on a postponement in the Police accreditation process. He wants more information on the postponement and wants to know what, if anything, this will cost the City. He would like to see these types of items noted in the weekly Status and Information Report.

Mr. Hobbs said he will ask the Chief to prepare a fact sheet on this topic.

Ms. Austin-Lane reported on a positive meeting with CVS officials about the community's concern over the large scrolling sign erected at the CVS store. The sign has not been well received by the community. She is compiling information to provide documentation of the negative community sentiment. She would like to have a letter or resolution from Council recognizing the problem.

Ms. Mizeur noted that she, too, had heard a negative response from the community. She

suggested that a request for letters from the community be posted on the various list-servs.

Ms. Austin-Lane noted that CVS is looking for us to channel the information to them from the community.

Ms. Porter said she would be happy to sign a letter. If CVS is looking for a volume of complaints, she thinks that we can generate them. She noted the potential hazard of the red lighting on the sign in conflict with the adjacent stop lights.

Mr. Seamens suggested that we also provide an archive of news articles related to CVS.

Ms. Austin-Lane said she would encourage them to do something dramatic with the sign (lower it and putting in some landscaping).

Mr. Seamens said some of the early complaints about the sign had to do with it blocking the view of the Adventist Church.

Ms. Porter commented that she is a little uncomfortable using the Council comment period to begin substantive discussions.

Ms. Austin-Lane said that the Carroll Avenue streetscape design meetings will take place over the next couple of weeks. If residents cannot attend the meetings, she invited them to contact her or staff. Much information is available on the web site.

Mr. Barry said two local well known performing artists, Cathy Fink and Marcy Marx, won a Grammy Award last night. He suggested a Council Proclamation or some other recognition. He noted that in the past couple of weeks there have been a couple of terrible accidents on New Hampshire Avenue. The accidents are under investigation. He believed that one has to do with excessive speed. He commented on the very unfortunate loss of lives. He said that we should raise these concerns with SHA in our discussions about other projects. Speed increases as motorists head south, in particular.

Ms. Porter said, there are a number of places that we need to encourage SHA address in the short-term even if they do not have long-term monies budgeted.

Mr. Williams said he wants clarification about where we left the discussion of CVS. Could it be scheduled for next week?

Ms. Austin-Lane said she was going to handle it as a letter, but would be happy to support a resolution. It is also an opportunity for residents to speak to the issue.

Ms. Porter said she attended the Maryland Mayor's Conference last week and, among other presentations, received an update on the State budget. The Highway User Fees are again cut; we will lose \$140,000 this year. The Program Open Space monies were cut by \$51 million; this

comes through the County so it is not clear the exact figure of loss for the City. Ms. Porter said she talked to our representatives about monies for the community center; there may be some opportunity for bond bill monies. The budget presentation was very grim; it will be even more difficult this year.

ADDITIONAL AGENDA ITEMS

Ms. Porter noted that Mr. Elrich has put forth an additional agenda item. She shared her concern about putting an item on the agenda without having an opportunity for advance notice and public comment. Can this issue about the new voting machines wait until next week?

Mr. Elrich replied that it can wait a week. He spoke with a sponsor of the state bill who indicated that a week delay would not have a negative impact.

Ms. Porter said she will put this resolution and the one regarding CVS on next week's agenda. Ms. Porter noted for the record the Proclamation expressing condolences to the family of Ed Hutmire. She said she presented it at the funeral this past weekend.

PUBLIC COMMENT PERIOD

Roger Van Zee, Glenside Drive reported that last year after a series of break-ins and vandalism, he wrote a letter to the City and Council requesting that a streetlight be installed in his cul de sac. PW wrote a letter to PEPCO requesting the installation of the light. The cost will be slightly in excess of \$1,100. He noted that they pay City taxes, and that he and his neighbors will continue to come back with this request.

Eric Sepler, 7300 block of Glenside Drive said that he and his wife suffered two burglaries. One of the instances is still under investigation. The Police Department has been slow in assigning a detective to the case. Roger provided some statistics about break-ins in the area. The cul de sac is often ignored. The area is pitch black. It is a pretty promiscuous place at night. He commented on today's discussions about not having distractions when we are driving (as relates to the earlier discussion of the CVS sign). He noted that he is the owner of Kinetic Artistry. He said that there are certain restrictions on sign lighting and wording. The CVS sign is a distraction.

Carl Park, 7320 Glenside Drive said that Roger and Eric are very good neighbors. He has lived in the City for the last 16 years or more. He said that he is often asked by people why he continues to live in the city with everything that is taking place in the City. However, he stands by the notion that the city continues to improve. He thanked the Council and staff. He remarked about vehicle and property vandalism and burglaries. He cited specific incidents. He made reports to the Police Department. We need the street light. He thinks that people know about the seclusion of this area and that continued burglaries can be expected. He urged the Council to help resolve the issue.

Ms. Porter said, it looks like 100% of residents in the cul de sac are here in support of the street lights. It is a very good showing.

PRESENTATION

1. Employee Diversity Study.

Dr. Harriet Jenkins reported on the Employee Diversity Study.

The resolution agreement that was signed by the City and the U.S. Department of Justice in July of 2001, required in Section J(1) that an annual audit be conducted pertaining to diversity points. That requirement was met. In 2003, we devised an audit and that is what tonight's report discusses. She noted the work that she and Karen Hampton did with employees. With the help of the City Manager and the Deputy City Manager, we devised a questionnaire survey that was conducted in July 2003. She described the content of the survey. Employees were assured of confidentiality. The survey was covered by an explanation page. Most surveys were completed within about 30 minutes. She will briefly skim through the report.

We covered seven areas.

(1) Training. Some 76% of respondents named training opportunities that were most beneficial. Some 59% felt that they had been offered training that would enhance their career potential. We also focused on the impact of diversity training. About 69% cited positive and insightful comments about what they gleaned from the training. She noted some of the comments. A small group indicated that they did not get much worth out of the training. This report purposely gives you a range of the comments from the employees.

(2) Work performance relationships with one's supervisor. She noted the responses. She commented specifically about the results from the Police and Public Works Departments. She summarized the concerns raised about departmental supervision.

(3) The workforce environment. She noted the phrases that were selected most frequently, and listed them in descending order. Some employees would amend or alter the comment if they wanted to make it more reflective of their individual feelings.

(4) Work and performance relationships with one's co-workers who are of a different racial, ethnic, or general group than the employee. Again descriptive phrases were provided from which to select. She noted the outcomes.

(5) Concerns, issues or complaints. Employees were queried about whether they were able to bring concerns to the appropriate persons. She noted that in all sections of the survey, results were largely positive.

(6) Changes in managerial behaviors. We were asking whether employees felt that the managers had changed over the past couple of years. She noted that some of the managers are new within

that period of time. Some 68% of employees who responded to this section said that changes were noted and positive. A fewer number responded to the question about the City Manager and Deputy Manager and they said that they do not work with and get to observe them as much. However, the majority who responded made positive statements.

She said that she and Karen then interviewed the City Manager, Deputy City Manager and Chief. Chief Creamer cited some of the changes that she has implemented. The City Manager cited numerous changes (e.g., sustained diversity training, policies that have been implemented and upheld, requirements placed on the Department Head's, disciplinary action taken where needed, etc.). The City Manager feels that work-based relationships have expanded across employee lines. She noted the employee luncheons and the new employee orientation sessions/tour. City Manager priorities for the future were noted. The Deputy Manager identified the high emphasis on training, the development of the strategic plan, diversity training as pivotal for the changes, leadership training provided to supervisors, performance evaluation process and the continuing feedback involved with the process. The Deputy Manager has noted some changes with the people he works with as being positive.

(7) Any other comment the employee wished to make that would be helpful to the survey and to improving the future workplace of Takoma Park employees. These comments have been categorized. Small minorities of employees took the time to make these comments.

In conclusion, the large majority of employees in every area feel that things are going well in the workplace. Things are being improved. They feel that they can raise concerns and get them addressed. They like their jobs. The City Manager and Deputy Manager also agree that positive impacts have been made. It was decided after the survey was conducted that it should be discussed with the employees. We went around and discussed the results with the employees.

Ms. Porter thanked Dr. Jenkins for her work. This is a very good survey and I am pleased in the way that it was conducted. There seems to be, particularly among minority employees in the Police Department, some concerns. Based on your experience and conversations with employees, can you shed some light on this observation?

Dr. Jenkins said that individuals have come to her and Karen to share their concerns and issues. In some instances they are concerns/issues that have already been brought forward and dealt with through proper processes. However, they still do not feel that the issue was resolved; in part, because they may feel that their desired outcome was not met. Some still have a concern about being treated fairly. In most instances, it appears that the past problem was resolved appropriately. The issue now becomes getting them to move forward and giving up the poor feelings of the past.

Ms. Porter asked, have you seen a difference in the minority officers who have been hired since the time of the DOJ agreement?

Dr. Jenkins said she has not drawn any conclusions from that approach. She will make a note.

She thinks that there is skepticism about “won’t believe it until I see it....won’t believe it until you agree with me.”

Mr. Elrich said he is glad that Dr. Jenkins is going to look into how this tracks with recent hires versus past hires. The data is important. He asked if she has looked at data on things like promotions, payroll decisions and discipline decisions, in a way that can be shared with employees?

Dr. Harriet Jenkins said it is a good suggestion. She did not remember a comment being made about not getting paid fairly. She would be happy to look at that matter.

Mr. Elrich said unequal discipline seemed to be an issue in the beginning.

Mr. Williams asked, can you share any sense of the extent to which the City provides training opportunities and the sense to which the employees are receptive to the level of training being offered now? Are we providing enough training?

Dr. Jenkins replied that they appreciate the array of training they are receiving and identify the different opportunities they are offered. She thinks that they would appreciate all the training that the City could afford, especially training that would help them do their job. We asked them to identify the training that they got the most out of.

Mr. Williams asked how does the City compare to other comparable jurisdictions?

Dr. Jenkins said, from the city’s size, it would seem that the employees have a rich array of training. Sometimes it is less important the number of instances of training versus the subject of the training and how it fits into the City’s mission.

Mr. Williams commented on COG’s (Metropolitan Washington Council of Government) focus on training and their recent discussion about looking at making more training available in the near future.

Dr. Harriet Jenkins said it was encouraging. It is a good organization. She is seeing that a lot of organizations are looking for the best benchmarks or practices in their area of expertise. They then want to learn how to move toward those benchmarks.

Mr. Seamens complimented Dr. Jenkins on the improvements that have been realized since her involvement in this effort. He asked for a copy of the survey. He said he was concerned to read on page 10 about the lack of supervisors meeting with employees about their workplans (especially in the Police Department).

Mr. Finn said we are lining up some special training for the Police Department. When we started the performance evaluation process, we provided a good deal of training. But because the Police Department is somewhat unique, we are going to bring in a firm that specializes in development

of public safety performance evaluations. We are on top of that concern.

Mr. Seamens said he thinks that is still ridiculous that after this many years that we are still struggling with having supervisors meet with employees about their workplans. He was struck by the percentage of respondents and non-respondents on some of these issues. He was not sure how much weight to put on the results and how much to assume from the comments, when only half of the people are responding to some areas.

Dr. Jenkins said there is always a concern when you use an open-ended questionnaire and you allow the responder to respond to their “selected” questions. Your concern is valid. We felt that it was important to give the employee the option of responses. Of those who responded, we derived the numbers in various areas.

Mr. Seamens said he understands, but is cautious of conclusions based on the results. He said he would like to hear that Dr. Jenkins is going to continue to work in the City and will continue to address these issues. He asked for her suggestion for proceeding from this point?

Dr. Jenkins said she would like the City to work with DOJ during this third year to demonstrate that you have made progress and are on the way to resolution, so that the agreement is terminated. Make certain that you have met all of their requirements so there is nothing that they need to raise in 2004 about the City’s progress. You should talk to them about whether there are any lurking concerns or things that have been brought to them independently. She said that she would be happy to work with the City during the term of her contract.

Mr. Austin-Lane said she is glad that she provided both qualitative and quantitative senses. She noted the high rate of response. She asked Dr. Jenkins if she could provide more information about the low response rate in the Recreation Department.

Dr. Jenkins said, in any kind of survey, normally if you have a range of responses much lower than the response to this survey, it would still be considered appropriate. If you would feel more comfortable with us making efforts to contact some of the employees from the Recreation Department, that can be done.

Mr. Hobbs said that most who did not take the survey are part-time employees who work in the evening or on the weekend. They were not able to make themselves available to take the survey.

Ms. Austin-Lane asked for a follow-up on the topics with questions that were less frequently responded to? These suggest to her that these may be the more difficult areas.

Dr. Jenkins said that she would think about that.

Ms. Austin-Lane said she appreciates the offer to provide the Council with a copy of the questionnaire. Some questions may have been more difficult to answer. We might re-survey with the questions that had fewer responses.

Dr. Jenkins said she would look into the issue. She said she was not sure that it can be fixed.

Mr. Austin-Lane said it would be nice to have some information about employee morale. It would be nice to know how people feel about certain leaders in the City, some who they may only have an impression about (do not work for directly).

Ms. Porter said, as a follow-up, of the seven questions, it appears that only the sixth and seventh question had responses less than about 70%. The response rate on the other questions was quite high.

Ms. Porter noted the comment that a person wished to see people in positions of authority speak to all employees, including the City Council. She noted the comment about office politics. While we do expect staff to carry out the Council's policies, we do need to be more cognizant that we do not make people uncomfortable with some of the context in which these things are presented.

Mr. Austin-Lane asked for clarification on the length of the survey.

Dr. Jenkins said there were three pages. Employees were able to complete it in about 25-40 minutes. The survey had seven sections.

Mr. Barry asked Dr. Jenkins if she is confident that the City is in compliance with the DOJ agreement?

Dr. Jenkins replied, yes.

Mr. Barry asked have we gone beyond the requirements in creating a fair and equitable workplace?

Dr. Jenkins said we have. The City already had administrative policies that go beyond what was in the agreement. Prior to the agreement, the City had expectations identified, responsibilities of individual employees, procedures in writing about where they could take concerns and issues, etc.

Mr. Barry suggested that the administration resurvey, with respect to the concern about employees taking issues to supervisors and about bettering the performance evaluation process, after those issues are addressed.

Mr. Finn personally thanked Dr. Jenkins for all of the work that she has done. She has coached and trained Karen Hampton to assume the responsibilities which were part of the agreement. In response to Mr. Seamens' question, he has had some initial discussions with Dr. Jenkins about continuing on in some limited capacity to ensure that Karen has the needed support and so that employees have someone outside the organization to approach with concerns. We have initiated that discussion with Harriet. He is very proud of the report. Significant and positive changes have occurred. There is room for improvement, but we have come a long way. Hats off to all

Department Heads and all who have helped to get to this point. We have changed a lot of disturbing things. We have a very positive work environment. We have good employees and a lot of good training that takes place. We have started a process in the last couple of years to change the core values in the organization.

Ms. Porter seconded the “thanks” to Dr. Jenkins and the City employees who have worked on these changes.

REGULAR MEETING

2. Resolution re: Safe Roadways Committee Report.

Moved by Elrich; seconded by Williams.

Ms. Porter noted that the resolution simply accepts the report and does not deal with the recommendations (e.g., establish a permanent committee to deal with this issue). Is there going to be some action in the future?

Mr. Inerfeld referred to the resolution. We could add a statement about the committee, but given the staff capacity, he would suggest that this be held for a few months.

Ms. Porter asked if there would be a budgetary impact?

Mr. Finn said, yes, from the staffing perspective. The intent is to continue with the committee. We need to work out the details and we would then bring back a resolution for Council’s consideration.

Mr. Austin-Lane said her sense is that we had asked that the committee be established. She wants this to come back to the Council soon. She wants the committee to know that their work is valued and that this is a continuous concern.

Ms. Porter said she definitely would like to formally accept the work of the committee and encourage the Council and staff to move forward on the recommendations. We can hold off the discussion about the establishment of the committee.

Mr. Elrich said he is perfectly happy to establish a standing committee.

Mr. Austin-Lane said she agrees. She supports tonight’s resolution and is asking that staff come back with the means by which to make this a standing committee.

Ms. Porter said she will schedule it as soon as possible. She suggested that the Council accept the resolution with the intent of instituting the committee as a standing committee. With the members of the committee understanding that this is the direction, the Council can pass the resolution moved this evening.

Ms. Mizeur said she wants to add to the piece about communications with SHA. She would like to have an SHA representative come for a question/answer period with the Council. She remarked about issues with traffic signals, signage, flashing crosswalks, timing on signals, etc. I hear from residents on an array of issues.

Mr. Austin-Lane said we might improve the resolution to add to it a quarterly update from SHA.

Ms. Porter suggested that the wording of the resolution be left as is, with the intent of leaving the frequency of SHA updates for staff exploration. The City staff has no authority by resolution or otherwise to get SHA to come before the Council.

Mr. Inerfeld said the the sentiment is to institutionalize the communication with SHA to work on issues in the City. This might be something that the committee might work on. The committee might hold a public forum.

Mr. Williams said the MML Montgomery County Chapter had SHA at a meeting a few months ago. They want to regularize that type of a forum. He had a sense that the SHA hierarchy is open to better communications.

Resolution #2004-8 was adopted unanimously (VOTING FOR: Porter, Austin-Lane, Barry, Elrich, Mizeur, Seamens, Williams).

**RESOLUTION #2004-8
(Attached)**

3. Resolution re: Main Street Program Application.

Ms. Daines explained the resolution. A town meeting will be held on February 18 at 7:00 p.m. where more information will be provided to the community, and where we will hear from those directly impacted by the application, hear additional recommendations by the parking committee, and the impacts on both the Maryland and District sides.

Moved by Austin-Lane; seconded by Elrich.

Ms. Porter noted that this requires a three year funding obligation for the City.

Ms. Austin-Lane said she fully supports this. She thanked staff and the members of OTBA for their hard work. She has heard community support.

Ms. Mizeur noted last week's request for letters of support. Where shall we direct those letters?

Ms. Daines requested they be sent to Bob Atwood, president of OTBA.

Mr. Seamens said he was impressed by the work of OTBA and staff. A lot has been

accomplished in a short amount of time. Main Street is a successful program. Is the \$25,000 per year contingent on the success of this application?

Mr. Austin-Lane said it is imperative that OTBA applies for the status, but she believes that the \$25,000 from the City is going to be provided if OTBA raises the \$25,000.

Mr. Finn said it is not already committed. The only monies that are currently committed are the \$25,000 in the current City budget.

Ms. Daines said the way the language is written is that the future years of City money is linked to acceptance of the Main Street application.

Ms. Porter said, in terms of process, the anticipation is that you will get this and that this is a commitment that the City is making. If the application is not accepted by the State, you could come back and ask the City to consider future funding.

Mr. Seamens said he supports this application and will continue to support it in the future.

Mr. Elrich said he would be supportive of the three years, but would like to see this go in the direction of a self-funding program.

Jan Schwartz said it is a hard task for business people to run a business and also run these fringe type things. It takes a lot of time.

Mr. Elrich said he wants our transition to track with the intense changes that are taking place in Silver Spring.

Ms. Porter said the resolution tonight is contingent on the Main Street Program and continues for two more years. If the situation changes, someone can come back and suggest further considerations. This would be a commitment on the part of the Council toward what OTBA is trying to do.

Ms. Austin-Lane said she will continue to provide her very strong support on this. She encouraged them to keep the momentum. She wants also to see the DC application go in. This will ensure another sizable amount of money into the future.

Mr. Williams said he understands the difficulty of running a business and doing other activities of this type.

Resolution #2004-9 was adopted unanimously (VOTING FOR: Porter, Austin-Lane, Barry, Elrich, Mizeur, Seamens, Williams).

RESOLUTION #2004-9
(Attached)

4. 2nd Reading Ordinance re: Wind Generated Electricity.

Mr. Braithwaite noted a revision that is needed in the ordinance in the fourth “whereas” clause to clarify that Wind Current does not own the wind farm. The City will be purchasing wind energy credits from Wind Current.

Moved by Williams; seconded by Austin-Lane.

Mr. Williams noted that there is going to be a conference on April 5 hosted by COG regarding wind energy. When he told them what we are doing, they suggested that we send someone to present the subject at the upcoming conference. He suggested that Daryl might speak to the issue. The staff at COG is very interested. It will be held at the Hyatt Regency on Capital Hill (a certified “green” hotel).

Ordinance #2004-5 was adopted unanimously (VOTING FOR: Porter, Austin-Lane, Barry, Elrich, Mizeur, Seamens, Williams).

ORDINANCE #2004-5 (Attached)

5. 1st Reading Ordinance re: Technical Ordinance Revisions.

Moved by Elrich; seconded by Austin-Lane.

Mr. Sigman said there is one change since we last discussed this. The change would specify that the fines collected for the municipal infraction violations of the tree ordinance would be deposited into the tree fund versus the City’s general fund.

Ordinance #2004-6 was accepted unanimously (VOTING FOR: Porter, Austin-Lane, Barry, Elrich, Mizeur, Seamens, Williams).

ORDINANCE #2004-6 (Attached)

BREAK

The Council recessed for a scheduled break at 9:36 p.m. and reconvened at 9:59 in Worksession.

WORKSESSION

6. FY04 CIP “Hold” Items.

Ms. Porter explained the “hold” list. When we adopt the budget, we have a certain amount of money appropriated for the “unappropriated reserve” which is required. In recent years, the Council has put certain items on a “hold” list; items we recognize as desirable but which will be considered for funding later in the fiscal year. In the presentation, the City Manager will make recommendations about items that he would suggest be funded.

Mr. Finn said there are only a few items on hold this year. A lot of the capital items were pushed into future years when the budget was adopted. He explained that after an evaluation of the vehicle rehab program, he had reported to Council that he wanted to discontinue the program. He would instead like to take all of the money from the two hold items and purchase intermediate sized vehicles for detectives, then take the larger vehicles that are currently used by detectives and put them into the patrol division. The Council authorized Chief Creamer to do a replacement of her damaged vehicle with an intermediate size vehicle. This money would allow for purchase of four intermediate vehicles. The third item would be funding for street lights at \$10,000. There is a list of items in Ward 6 that need to be funded. We would like to ask for at least \$10,000 of the \$20,000 that is on hold. In the unappropriated fund (2% of budgeted revenues), there are a number of items that are already committed for funding. He noted the items. This leaves a balance of \$78,989. He provided an update on revenues and the fund balance.

Ms. Porter asked that complete information be e-mailed to Council.

Ms. Porter said we also have an emergency reserve that is restricted to funding for emergencies. The unappropriated fund is a set-aside to afford things that are not anticipated at the time the budget is adopted. In terms of the police vehicles, one of the reasons the large police vehicles get such poor mileage is not only the added equipment but the additional outfitting to the vehicles. Are these mid-sized vehicles also equipped with a police package?

Mr. Finn said we will have certain police packages installed. They would not have the police lights installed.

Ms. Porter asked that Mr. Finn inform the Council if one of the reasons for the better fuel mileage is that they do not have the full police package installed.

Mr. Finn said, included in these funds, will be to put light bars on the cars being transferred over to patrol.

Ms. Porter said, in addition to the street lights that are needed in Ward 6, there are others that have been approved but not funded. Will others be funded?

Mr. Finn said that Ms. Braithwaite told him it would take \$10,000 to fund the lights on the current approved list.

Mr. Austin-Lane asked how revenues are tracked.

Mr. Finn said they have a very developed way of tracking revenues and expenditures. It will be discussed in more detail as we go forward in the budget process. Revenues are coming in as projected and in some cases, a little better. The only area where we do not have clear information is with the income tax revenue. We get our large payment in the last quarter of the year.

Mr. Austin-Lane questioned where we are with the discussion about replacing City vehicles with hybrids. There should be a full report on the decision that is made when the vehicles are selected and the ordinance authorizing the purchase is presented to the Council.

Mr. Finn said there would be about a \$5,000 additional cost per vehicle for hybrids. There is also a concern about the battery that comes with the unit. We have been advised that it would have to be replaced every 5 years at a cost of about \$4,000. It would be a part of on-going maintenance costs. The hybrid vehicle in the fleet is being used and so far, we are very impressed with it. However, the verdict is still out. One concern is that some of the hybrids might be too small for some of our needs. We will make sure that the report deals with that issue.

Mr. Williams said, in terms of tracking expenses and revenues, it might be helpful to provide the Council with a monthly report of accounts.

Mr. Finn said he could provide this in a summary form on a monthly basis.

Mr. Williams said he would be interested in a detailed report. Maybe, you could provide the detailed report one time and then give summary reports monthly.

Mr. Seamens said he could support the intermediate sized vehicle purchase as proposed to move the larger vehicles down into the patrol division. He would suggest that we consider leasing vehicles.

Mr. Finn said they looked at lease arrangements a couple of years back. It didn't come out to our advantage.

Mr. Seamens said he thinks that we looked at this option for the patrol division, but it might make sense for the detectives' cars.

Mr. Seamens asked if the new streetlights would be serviced by PEPCO. What about replacement of streetlights?

Mr. Finn said, we call in the problems to PEPCO.

Mr. Seamens said, many years ago, it was not left to the residents of the city to identify burnt-out lights. Police officers would make note of the streetlight poles that had burnt out lights. It would not be an undue burden and would provide better results as compared to what we are

having now.

Mr. Finn said he will pass on the suggestion to the Chief.

Ms. Mizeur asked how we go about actually requesting street lights, noting she has heard from some residents who have requests.

Mr. Finn said when you get a request like that, please forward it to the City Manager or Public Works directly. Ms. Braithwaite coordinates these requests. She will work in conjunction with the Police Department. They will go out and check the light against written guidelines. If it meets the requirements, the light will go on the list. If there is money in the budget, the work will be ordered. If there is no money in the budget, the light would go on the waiting list.

Ms. Mizeur said in the last couple of discussions about Council goals, we have talked about objectives that have and have not been met, but there has not been a lot of discussion about the City's fiscal health. Given that, how do we know how to weigh these requests? These are issues I support for funding, but the Council is being asked to spend money without being able to weigh it against the larger picture.

Mr. Finn said, at this point, there is nothing else that we are aware of that needs to be funded. That does not account for unforeseen emergencies or additional large expenses related to snow removal. This is the point in the year when the Council has generally asked for our recommendation about funding for hold items.

Ms. Mizeur asked if it is safe to say that our fiscal house is in order?

Mr. Finn said, yes. It is his professional opinion that we can afford to fund these items. When we get into the budget for next year and we get the revenue numbers from the County and State, we may very well get into the situation of having to make reductions somewhere. If we wanted to be very conservative, we would wait on funding these items and let them roll into the next fiscal year. The problem is that we can get into a situation where we have police vehicles that are requiring more maintenance and it will be affecting the performance of the fleet.

Ms. Mizeur said she feels that she is still missing the larger fiscal picture. Where are we with current expenditures? What has been spent on objectives? How much is needed to complete funding for certain objectives? How do the expenditures compare to the adopted budget? Where are we with revenues?

Ms. Porter said the problem is that we often do not have the full picture until the end of the fiscal year. We often do not know our revenues until after the fiscal year is over.

Ms. Mizeur said she was once responsible for managing a multi-million dollar federal grant and had to report very specific information on a quarterly basis. She does not see why the City cannot provide this same type of reporting.

Ms. Porter noted that in that case, you knew your revenues. We will not know our revenues until the end of the fiscal year.

Mr. Elrich seconded the request for a print-out of accounts.

Ms. Porter said she is a bit concerned that the requests for street lights that we already have will take all of the \$10,000; she suggested adding another \$5,000 to this amount (total \$15,000). We are being asked to deal with the items that have some safety context. There are other items on the list that we recognize as important but not as important as the safety items.

Mr. Williams said he would support a total of \$15,000 for street lights. We do not want to put other people in the position of having to wait for the next fiscal year.

Mr. Barry said he would like to move that we go with the recommended package as increased for the street lights.

There was Council consensus on this.

Mr. Elrich requested that the City Manager provide information on savings achieved where there are staff vacancies.

Mr. Barry asked how long it will take to get the street lights installed?

Mr. Finn said the purchase orders will be processed in the next couple of days on the lights for which we have approvals, overall it could take 2-4 months. We have tried to get PEPCO to respond more quickly. We will include these expenditures in the quarterly budget amendment.

Ms. Porter said requested that staff come back to the Council if we get in excess of the \$15,000 requests for street lights.

7. FY05 Council Goals.

Mr. Williams recalled two meetings ago when they first talked about Council goals. He raised a question about the amount of money and the employee expenditure of time that was involved in Council goals and possibly, taking up new ones. He talked about it in terms of a management employee that would fall into "extra work" versus work done by staff who are paid on an hourly basis. He said he wants to ensure that management staff should identify when the workload is becoming overwhelming. He is not suggesting that those already putting in extra hours take on more work.

Mr. Seamens said, when we look at the Council goals, there are a lot of things below the radar screen that are basic services and need to be recognized. He wonders how many of the basic services are different than what we call Council goals. He wants a better feel of the workload that we are asking of City staff.

Ms. Ludlow said, a part of that is what we tried to present last week (i.e., different City services and the costs that go into those services). We certainly know that the list of Council goals is not the full scope of work that is required. There are two different ways that we incorporate the Council goals into daily work. We sometimes change how we provide City services. Goals can also present additional projects to the overall workload. It is a difficult task to measure how much time we spend on the goals, but we talk about it several times each year.

Ms. Porter commented that when she first came on the Council, the process was to go through each expenditure. It created a sense of frustration—e.g., counting paper clips. We did not have a sense that we were attempting more strategic planning. We began setting goals; identifying areas for policy priorities. We do not think that we can focus services on things that are most important to people unless you start off with the exercise of identifying the broad goals.

Mr. Seamens said he agrees. We should be setting goals but we should not ignore things like roads and the Tool Library that also need to be factored into the discussion.

Ms. Porter said to some extent, the list should identify priorities.

Ms. Austin-Lane said we need to streamline the goals. We need to be more focused than this list allows. A lot of things on the list are things that we will continue to do. The list should identify what we want over and above what we have already committed our resources to. We should have three to four goals. The existing six goals seem to be assigned to departments.

Ms. Porter said, that was not the intent; to have the goals assigned to individual departments.

Mr. Finn said, as the goals become accomplished, to some extent they are absorbed into some departments as routine. For example, we have accomplished the code enforcement objective and the work has been absorbed into the department. Unless you want us to re-look at affordable housing and come up with new objectives, we have already accomplished and absorbed the work. In terms of COP, we have gone from planning to the state of implementation. The Council will want to continue to monitor the implementation of COP; otherwise the planning stage has been completed. In response to Mr. Seamens, if there is a basic service that the Council wants staff to look at in a particular way, then they should include it in this discussion.

Ms. Porter said she want to hear the Council's proposals for goals.

Mr. Austin-Lane said she did not think that the six categories are as problem-focused as the terms she would apply. "Communications with the public" is something that we are working on and have made progress. She said she would like to see some really great strides in this area over the next year. She thinks that the Council is presently doing a lot of work to disseminate information to the public. These are skills that can be developed in-house. A number of the other goals (City image, community center, COP, economic development) fall into a category of crime prevention. The third priority would be safe roadways (e.g., repairs, streetscapes, traffic calming, street lights, etc.). A fourth goal would be "efficiency," energy efficiency and

efficiencies within our government and with other levels of government.

Ms. Porter said she understands Mr. Finn's suggestion to move affordable housing and code enforcement off of list since they are now incorporated into services. She commented on broadening citizen involvement. It is still a very important goal. This goes beyond just communications. It involves opening up access in other ways such as giving focus on relationships between City staff and residents. She would also change COP; it started off as more of a public safety goal. She would broaden this goal to include COP and the whole concept of policing and public safety, including contacts between the police and neighborhoods. She said she agrees that we are well down the road on COP and that we can go on to thinking of it as something that we will maintain. We would now broaden it to safe roadways and pedestrian safety. We need to maintain a focus on economic development. There is a lot more work that needs to be done with respect to enterprise zones. The focus behind the community center was to do a better job of communicating with the community and its youth. She thinks that we do a very poor job of providing enough services to lower income family youth. We need more after school programs in order to have something for a lot of the youth who otherwise hang around the buildings. We need to focus on the youth; this is critical. She said she liked it when we talked about the City image and preserving City assets. She commented on the components of this goal. This would include energy efficiencies. The essence should remain in a goal.

Mr. Williams said the communications aspect in a goal reflects everything that we do. He thinks that it falls within citizen involvement and that it also falls within city image. He gave the example of doing something and doing it right—e.g., signs that are appropriate and timely. Everything we do puts the city in the best light. We need to maintain the public face of the city to the best of our abilities. In reaction to one of Ms. Austin-Lane's comments, in many ways she was talking about public safety and crime prevention. In lots of ways, she looks at this from the perspective of pride. We should emphasize the good stuff. In early iterations of the Council goals, we had one that had more emphasis on improving our fiscal ability to having the funds we need to do the work that needs to be done. There was a certain emphasis on finding grants. He suggested a focus on increasing the rebate from the County for public works. He said he wants this to move forward with some energy.

Ms. Mizeur said she supports the focus on streets; maybe, safe roadways is a good way to capture this item. We should also look at maximizing the city's resources by not duplicating services provided by the County and/or increasing rebates. We need to address auto thefts. On broadening citizen involvement, we should look at the idea of town hall meetings. We might want to explore more opportunities for people to come and make their concerns be known to the Council. On community center/youth opportunities, I found in my campaign through a youth advisory group that often our perception of their needs is different in what they identify as needs. Citizens also want to participate in a larger economic development survey. We should do some market-based research. Citizens have a lot of ideas about the types of businesses they would like to see in the city. It could fall under the economic development goal.

Mr. Barry said the goals seem rather self-contained and fragmented. He would like to suggest

some overarching principles. One would be the theme of communications. Communication between citizens, among Council and staff and citizens, among businesses, and between City and County/State. All would require a strategic plan. Another would be budget related (continuous improvement in planning and budgeting). The third would be customer care. This is another objective that cuts across all of the goals.

Mr. Seamens said he wonders whether there is another component to affordable housing that would ensure a continued availability of affordable housing in the City. He sees lumping COP and community center/youth articles into one goal. He thinks that the community center is a tool for COP. Within the public safety domain, residents feel strongly that the City should be addressing the drug problems through drug use enforcement and recovery programs (youth diversion program). The Council should establish as a priority accreditation of the Police Department. Also, he supports the traffic/pedestrian safety goals mentioned by other councilmembers.

Mr. Elrich said he agrees with much of what has been stated. However, he does not like the idea of lumping COP and community center together. It might send the wrong message to the youth. Most kids who will come to the community center would not otherwise commit crimes. The City has a lot of things to do which makes for a long list. We don't want to lose any of the items. He said he has not been a fan of this goals process. He thinks that it confuses things. It looks to him like these are the priorities of the departments; things that they have to do anyway. He sees the goals as more of a list of priority projects. We do not want to end up with a huge list and have everything collapse.

Ms. Porter said the City of Rockville is going through this same process. I have been watching their meetings on cable. They have ended with all substantive goals and one process goal. In response to Mr. Elrich, this is not a perfect process. It is a good thing that it isn't. We don't want something that is chiseled in stone such that we would never want to go back and make modifications. It is a dynamic process and will be sloppy.

Mr. Elrich said he thought that Mr. Austin-Lane and Mr. Seamens laid out some very different visions of what defines a goal. He never wanted to set Council goals in a way to mean that other City services do not get done.

Mr. Barry said, of the 100 things on the current list, they all seem to be equally weighted. It becomes a scatter approach for staff.

Mr. Elrich said, if you break-down this list, these are all things that we have to do. There are an enormous number of things that we ask of staff.

Ms. Austin-Lane said her thinking was driven by what she wanted to see by the end of the year. It was more results oriented. Her guess is that these are process goals. A process when done right results in good outcomes. People want to see excellence and efficiency. They appreciate

the focus on public safety. I do see this shaping up to a smaller list of goals.

Ms. Porter said when thinking about this as a list of separate issues: safety (crime prevention, safe roadways, auto theft, drug issues, COP, accreditation); involving people, communicating with them and pulling them in. As a process goal, we would have a fiscal based goal. She said that communication could also be embodied in a process goal. She does not want to lose a focus on the youth. The other area deals with various kinds of economic development.

Mr. Elrich said he likes much of what he has heard. He said that he would like to look at each department and identify the major goals for the department. We need to determine what will be most important. We should recognize the “normal job” and then set forth the specific action items.

Ms. Porter said she did not think that we should tie to a department. She is hearing five kinds of areas—public safety, communications (outreach, involvement, increasing participation), increasing resources (efficiencies, budgeting and planning, managing resources, fiscal management), youth outreach, and economic development. If the Council is comfortable with those five areas, then we can work on refining the language.

Ms. Mizeur asked if road improvements on the list?

Ms. Porter said, it is understood that it is a priority.

Ms. Austin-Lane said we need to recognize that we have to resolve the existing backlog.

Mr. Seamens said, it needs to be a priority goal.

Ms. Mizeur suggested combining broadening city involvement with another goal.

Mr. Elrich noted that this is the problem he has with the goals process. It doesn't matter whether we lump the items together when nothing comes off the list.

Ms. Porter suggested adding another conceptual goal that deals with preserving city assets (trees, roads, etc.). If Council is comfortable with the six overarching areas where we can place a focus, then we can tweak the objectives for the areas.

Mr. Williams said he is happier with the six rather than the five goals.

ADJOURNMENT

The Council adjourned for the evening at 11:40 p.m.